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Deputy Director for Plans

2 July 1951

Director of Training

Training, CIA

PROBLEM

To determine relationship between the Director of Training, CIA, and Office of Training, DD/P, formerly Training Division (TRD) under O/SO.

BACKGROUND

At the time General Smith interviewed me in November, 1950, he outlined verbally his concept of the mission and functions of the proposed Office of Training, CIA. I prepared, for my own guidance and protection, a resume of my conversations with the Director, dated 30 November 1950, and entitled "A Proposed Statement of Functions of the Director of Training". (See Attachment A).

This proposal was read and approved by Mr. McConnell, read by Mr. Jackson, and read and approved by General Smith in that order. You had not reported for duty at that time.

I entered on duty 3 January 1951 and found that CIA Regulation No. [redacted] had been published over General Smith's signature and distributed. This specified that:

"The Director of Training is in charge of developing and directing all Agency training programs." and  
"Supervise and/or conduct all Agency training programs, initiating specialized Agency training operations as need arises."

(The above was reissued unchanged over General Smith's signature 18 April 1951.)

I spoke with General Smith on 3 January at which time he repeated his instructions to me of 30 November. The Director did indicate to me at this time that some degree of tact and patience might be required to implement all phases of the program! At a separate meeting the same day, I was advised by Mr. Jackson for the time being to "lay off" the covert placement aspects of the program.

At the instigation of Mr. McConnell, a meeting was held on 22 March in General Smith's office, at which time the Director dictated a memo to [redacted] (See Attachment B).

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General Smith held a meeting on 30 March with Mr. Jackson, yourself, Mr. [REDACTED] of O/PC, and me, to discuss the memo of 22 March. In my humble opinion, the problem and its solution was oversimplified by the analogy between the responsibilities of General Mark Clark, the Army Chief of Training, and the responsibilities of the Director of Training, CIA. Subsequent statements from those present brought out the fact that several training programs in the Agency were already being administered by the Director of Training in a command capacity and not in a staff capacity. A more correct analogy could perhaps have been drawn between the President of a University and the Director of Training, CIA. In effect, the meeting broke up with the General's remark, "I don't give a damn how you get the job done. Get it done, and don't bother me with the details."

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I suggested to [REDACTED] in view of the Director's admonition, that he [REDACTED] outline briefly his conception of the relationship between the Director of Training, CIA, and TRD, O/SO. Attachment C is the result.

Your memo 26 June to ADSO and ADPC bringing the Training Division, O/SO, under DD/P and giving the Acting Chief, TRD, "the same powers and authorities as Office Chief" (Attachment D) in effect means that there are presently within CIA two separate Offices of Training, one under the DCI and another under the DD/P.

#### DISCUSSION

I have attempted to show in the above background sketch how the present state of confusion came to be. And it is a state of confusion, both within the Agency and in our outside relations with other government agencies.

Two Offices of Training within CIA, each with its own Assessment and Testing and Administrative Divisions, have created a situation which Management, Personnel Classification, and the Comptroller's Office find difficult to justify.

In some instances, the Overt offices are confused as to which Office of Training they should bring their training problems to, and recently this confusion has spread to the Covert offices, particularly in the matter of language training.

As a result of conflicting directives, which I have touched upon, there is no clear-cut line of demarcation between the mission and functions of the two Offices of Training. The resultant confusion is not confined to CIA. The Director recently wrote to General Vandenberg

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requesting that I be permitted to enter into training negotiations with the USAF Director of Training on matters of common concern to the Air Force and CIA. I was somewhat embarrassed and also amused when General Disosway told me that he had already been approached by the CIA Director of Training, [REDACTED] (former Chief of TRD).

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[REDACTED]

I wish I could come up with a ready solution to the situation, but there are factors connected with the problem that I do not fully understand. I believe it was, and that it may still be, the Director's intention that there be one CIA Office of Training and one Director of Training. But I do not fully understand the opposition. I have heard that this is based on two premises: lack of security consciousness on the part of the Office of Training, CIA, and the Director of Training's unfamiliarity with covert operational training. I quite naturally resent the implication of the first premise and fully agree with the second. In connection with the latter point, however, it could be said that while Harold Dodds is not an expert in the field of Invertebrate Paleontology, it has not hampered him in the administration of a university where Invertebrate Paleontology is taught, nor in selecting a faculty to teach it!

But regardless of whether or not there is valid opposition to the concept of a single Office of Training in CIA, the fact still remains that I am placed in an anomalous situation which I find increasingly untenable. The Director still holds me responsible for all Agency training, and I'm in reality no more responsible for the Office of Training, DD/P (1 July), than I am for the production of a national estimate. (The Joint Training Committee on which I insisted a seat, but which is chaired by [REDACTED] has met twice in the last three months!)

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#### RECOMMENDATIONS

In conclusion, I suggest that one of the two following recommendations be acted upon:

(1) that the Director of Training, CIA, be relieved of all responsibility for the Office of Training, DD/P

or (2) that there be a single Office of Training, CIA, with two main Divisions - General (Overt) and Special (Covert); each main Division to have its Deputy Director for Training, responsible to the Director of Training; the Deputy Director (Special) to be attached to the Staff, DD/P, in similar status to that of [REDACTED]

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# MISSING PAGE

ORIGINAL DOCUMENT MISSING PAGE(S):

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